



Chairman's QDR Assessment TIJE Panel

Initial Assessment



SECDEF & EWG Approved Definition of TRANSFORMATION

- Military transformation – integration of technology, operational concepts, and organizational arrangements to achieve dramatic improvements in the conduct of military operations such that previous approaches are rendered ineffective or obsolete
- This can be achieved through:
 - Research and development focused on the most promising technologies
 - Selective procurement of small numbers of systems that show promise for dramatic improvements in military capability
 - Service and joint experimentation with innovative concepts of operations
 - Creation of joint organizational arrangements best suited to exploiting technological advances and operational concepts.
- In particular, this military transformation ought to:
 - Focus on harnessing ongoing dramatic advances in the ability to acquire and process information to conduct nonlinear military operations; and
 - Provide a wider range of options for defeating the efforts of any adversary in the manner that we choose



JSN 5641 - Key Points

- **Draw upon work conducted to date**
 - **QDR Core Themes (Approved during JS QDR Prepare Phase)**
 - JSR 01 Report (Recommendations for Future Strategy)
 - Gaming (e.g., Dynamic Commitment 2/3 Game Report -- Cross-Cutting Themes)
 - Reports (e.g., 2000 CJCS Risk Report to Congress)
 - Chairman's Formal Assessments (e.g., CPR, CPA)
 - Studies (e.g., MRS 05, CFA, Baselining the Force, OPLAN Review, NDU QDR Working Group, etc.)
 - JMRR Assessments
 - Posture Statement, Testimony, and Speeches
- **Apply CJCS approved risk framework (offers definitions for risk, severity, and mitigation measures)**
- **Produce Chairman's Assessment that is succinct, focused, and consistent with a methodology to have most impact**
- **Panels will drive process -- and incorporate CINCs' and Service Chiefs' views**



Joint Staff Role - JSN 5641

- **JS Panel Chairs: Conduct (1) analysis and (2) risk assessment and present Panel Assessments (in prescribed format)**
 - **Summarize Guidance**
 - ✓ What is it intended to achieve?
 - ✓ ***What are the goals and objectives specified and implied in the Report?***
 - ▢ **Assess Guidance**
 - ✓ Are the **Must Address Items in the Core Theme 5X8 Card** covered?
 - ✓ ***Are the objectives identified in the Report likely to affect the Core Themes in a favorable or unfavorable manner?***
 - ▢ **Identify Potential Sources of Risk**
 - ▢ **Provide Recommendations for CJCS to Address in his Risk Assessment**
 - ✓ ***What could cause result in a failure to achieve the desired objectives?***
 - ✓ ***Does a potential condition of risk (military, strategic, or political) exist?***



Transforming to JV2020 “Must Address” Issues

- **DOD’s responsibility to enable and continue transformation thru:**
 - **A synchronized and coherent DOD transformation strategy/master plan to achieve new joint warfighting capabilities and new joint operational concepts as envisioned in JV 2020.**
 - **Changes to transform key institutional processes or create new ones, as required, to effect the transformation that achieves JV 2020**



Tasking for 6 Aug 01

- Review following two slides for accuracy and completeness compared to 6 Dec 00 5x8 Core Themes
- Assess “Strategic” and “Military” Risk as “High, Medium, or Low” with supporting rationale
- Assume OSD QDR TOR equals National Defense Strategy for assessment of Strategic Risk
- **Submit input to J7/JVTD NLT COB 3 Aug**



Transforming to JV2020

"Must Address" Issue # 1

A synchronized and coherent DOD transformation strategy/master plan to achieve new joint warfighting capabilities and new joint operational concepts as envisioned in

JCS QDR "Must Address" Issues	JV2020 TJ E Panel Assessment of QDR TOR & IPT	<u>Strategic Risk is defined as the probability of the Joint Force not achieving the objectives of the National Defense Strategy</u>			<u>Military Risk risk is defined as the probability of not achieving established military objectives</u>		
		Near (2006)	Mid (2012)	Long (2020)	Near (2006)	Mid (2012)	Long (2020)
DoD's transformation goal	Addressed in the QDR TOR but not assigned to an IPT for action						
Elements of transformation strategy	Addressed in broad terms in the QDR TOR but not assigned to an IPT for action						
Implementation process, if needed	Not addressed						
Process support to transformation strategy	Not addressed						
Prioritization of transformation initiatives	Broad guidance in TOR. No prioritization given to IPTs and IPTs were not tasked to address Transformation strategy, priorities, or process (IO, A2)						
Synchronization of Service, CINC, and Joint initiatives	Not addressed						
Metrics to assess progress	Not addressed						
Clear and defined linkage of transformation effort to strategy	Addressed in broad terms in the QDR TOR but not assigned to an IPT for action						



Transforming to JV2020

“Must Address” Issue # 2

Changes to transform key institutional processes or create new ones, as required, to effect the transformation that achieves JV 2020

<u>J S QDR "Must Address" Issues</u>	<u>TJ E Panel Assessment of QDR TOR & IPT</u>	<u>Strategic Risk is defined as the probability of the Joint Force not achieving the objectives of the National Defense Strategy</u>			<u>Military Risk risk is defined as the probability of not achieving established military objectives</u>		
		Near (2006)	Mid (2012)	Long (2020)	Near (2006)	Mid (2012)	Long (2020)
The DoD-wide process to resource joint experimentation and field new joint capabilities needs to be addressed	Not addressed						
Adequacy of DoD's core business practices to support transformation	Not addressed						
Pace of transformation	TOR suggests “vanguard” and consideration of acceleration. C&S IPT offers 3 options without recommendations						
Effectiveness of J ROC and J WCA processes	Not addressed						
Balance between focus, prioritization, and oversight within transformation activities							
PPBS/Acquisition Processes do not adequately support rapidly fielding of innovative solutions to forces	TOR identified need but did not assign to any IPT						
Organization to monitor and assess processes	Not addressed						



Risk Framework -- Strategic

Strategic risk is defined as the probability of the Joint Force not achieving the objectives of the National Defense Strategy

Low	A minimal, easily managed impact on achieving the objectives of the
Moderate	A significant impact on achieving the objectives of the strategy the requires substantial adjustments in force management and plans.
High	A severe impact on achieving national military objectives that requires extraordinary measures to overcome. The probability of failure or unacceptable damage to the nation's broad military capabilities also increases.

Near-Term

Mid-Term

Long-Term

RISK FACTORS

Access

Military Interoperability

Modernization, Transformation, Recapitalization

Interagency Integration and Synchronization

Overseas Presence Posture

Opportunity Cost

Other?

If assets programmed to be present in a theater during peacetime are reallocated to respond to

an SSC in another theater, what is the CINC's ability

to execute the Shaping elements of the strategy?

If the Force is heavily committed in the near-term, what effect will this have on its ability to

Are the elements of the strategy in the desired balance?

prepare for the long-term through experimentation, development of new



Risk Framework -- Military

Military risk is defined as the probability of not

achieving established military objectives.

Low	A minimal, easily managed impact on the ability to fight, win and successfully meet the objectives of a wide range of operations.
Moderate	A significant impact on the ability to fight win and successfully operate throughout the range of operations, which require substantial adjustments to timelines and plans.
High	A severe impact on the ability to fight and win, or meet other military demands. Capabilities may be severely deficient or absent altogether. Major adjustments in timelines and plans may not contribute to success.

Near-Term

Mid-Term

Long-Term

RISK FACTORS

Readiness
Strategic Mobility
Infrastructure
Mix of Forces
Other?

Do the Armed Forces have adequate combat power, intelligence, transportation, and logistical support?

Are forces available, in sufficient numbers and with sufficient numbers and with sufficient military capability to prevent

an invasion or enforce a peace?

Can the Armed Forces accomplish military

Can US forces deter or defeat the forces of its



Risk Framework -- Political

Political risk is defined as the probability of not achieving the objectives of the National Security Strategy

Low	A minimal, easily managed impact on achieving the objectives of the strategy.
Moderate	An international perception of US aggregate military capability and the accompanying impact on its ability and resolve to honor its international security
High	The international perception of US military capability, resolve, and overall reliability as a security partner has been severely degraded. Allies no longer trust that the US will be able to keep its commitments to them, either in peace or in war.

Near-Term

Mid-Term

Long-Term

RISK FACTORS

Access
Sustainment
Health of Alliances and Partnerships
Opportunity Cost
Other?

Can the Force defend vital US national interests
Can we honor the commitments made to other nations or alliances?

Impact on US standing in the broader, international political arena?